

# JOINT FACILITIES

## NEWS

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UP interchange, Portland  
Terminal Lake Yard



## Small Facilities, Big Impact

Ask the average person about the railroad, and it's likely that he or she is only familiar with the largest freight lines in the U.S., such as Union Pacific and BNSF, or passenger lines such as Amtrak. In 2007, the IRS estimated that the seven U.S. Class 1 railroads accounted for 71 percent of industry road miles operated and 93 percent of total rail freight revenues. So, it's no big surprise that those are the railroads on the average person's radar.

Yet, even if they are sometimes overshadowed by the immensity of the Class 1 railroads, short line and regional railroads are essential cogs in the much larger machine. Without them, the entire system would falter.

"Years ago, Class 1s created these smaller terminal companies, and they remain an integral part of the bigger

railroads," said Andy Yedlick, Portland Terminal Railroad Company manager. "Some terminal companies are jointly owned by separate railroads, and these joint facilities actually take care of the smaller railroads that are still in existence and provide the vital link between them and the larger railroads."

In the short line world, joint facilities are unique. The joint ownership gives the companies the opportunity to provide a wider range of services, facilitate the interchange of rail shipments among the larger railroads, and more efficiently serve the needs of local rail customers.

Central California Traction Company, Portland Terminal Railroad Company, Longview Switching Company and Wichita Terminal Association are joint facilities owned by BNSF and UP, and

their employees are proud of the work they do to see that every car they handle reaches its destination.

Sam McHatten, WTA third-shift foreman, puts the work performed at the joint facilities into sharp perspective.

"I never understood, for the first few years after I was hired, just how these joint terminals impact what goes on at the bigger railroads," he said. "We're not just some small dot in the middle of Kansas, or a little stretch of track in Oregon or California. The reality is, there's a ship in Galveston waiting for our cars. There's somebody in China expecting that shipment. Our impact is so much greater than most people realize."

As the railroad industry continues to evolve, joint facilities maintain a vital role keeping the bigger machine running smoothly.



A CCT train is loaded and ready to roll out beneath the beautiful blue California sky.



CCT celebrated 100 years of service in 2005 and is still going strong.



With passenger services starting in 1905, CCT has a long history of serving central California.

# CCT celebrates more than 100 years of stellar service

When Central California Traction Company was incorporated in August 1905, it served as a second streetcar line for the citizens of Stockton. By September 1907, it was running electric passenger trains between Stockton and Lodi. By 1910, the line reached Sacramento and was running passenger and freight service. Interurban passenger service continued until 1933, and in 1947, CCT switched from electric cars to diesel.

Throughout this long history, CCT has continually provided exemplary service.

According to Manager Dave Buccolo, what makes CCT unique is that it serves an inland port, the Port of Stockton, the third largest in California. With six large Transload companies, CCT serves wine, canning and plastics companies, and handles iron ore and coal in addition to unit trains of corn for the Pacific Ethanol plant. It also carries export agri-



Serving the Port of Stockton, CCT is a vital link to all imports, exports and domestic shipments passing through central California.

cultural products through the port.

"I've got 27 of the best employees in the railroad industry, and we handle about 38,000 cars a year," Buccolo said.

Three ingredients that have made CCT such a success are the prime location at the Port of Stockton, the dedicated employees who work to keep trains moving and UP and BNSF's joint ownership. Whether they are providing switching services to customers such as Penny Newman Grain and Duraflame, loading bulk products onto ships on the 84-car loop track, or providing track maintenance in the Polk area of Sacramento, CCT continues to set a high standard.

## New RMI operating system impresses Longview employees



Yardmaster Phil Bailey keeps his finger on the pulse of LVSW operations using the new RMI software system.

Finding ways to simplify and streamline processes is often at the top of everyone's priority list. On the railroad, the ideal way to work is a combination of efficiency and safety. As technology advances, so do the railroads.

In November, Longview Switching Company implemented a new operating system, RMI, which already has demonstrated positive results.

"In the past, LVSW used both the BNSF TSS and UPTCS systems to run reports, work orders and switching," said General Manager Val Shultz. "With RMI, crew members can use just one system. It can process new logic in rail service for blocking and switching, and it generates accurate charges and demurrage for owning carriers, which has simplified switch and reporting."

The beauty of RMI is two-fold. The cutting-edge software and analytics are designed to help railroads

manage everything from planning shipments and scheduling railcar maintenance to calculating charges and generating work orders. With the recent acquisition by GE Transportation, RMI has taken its place as one of the leading providers of transportation management backed by more than 5,000 software professionals worldwide.

As LVSW employees work through the challenges of learning a new system, they already are excited by the results.

"It's basically a much easier system and helps us facilitate the trains, keep better numbers and keep the dwell time down," said Yardmaster Phil Bailey. "The new RMI system has helped smooth things out and move cars a lot quicker. With all of the information in one place, we can take better care of our customers, and that is our No. 1 priority."

# Portland Terminal Railroad proud of history

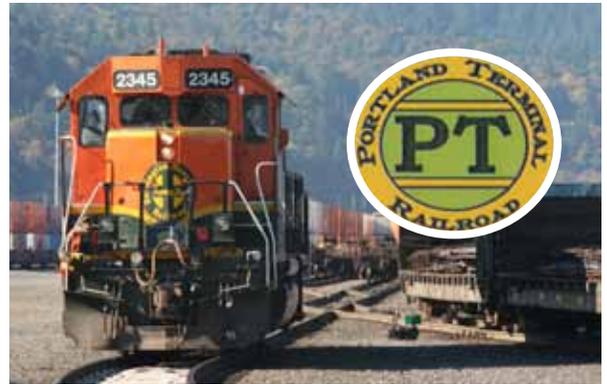
Born from the marshland that was meticulously developed to serve as the site for the 1905 Lewis and Clark Centennial and American Pacific Exposition and Oriental Fair, the Portland Terminal Railroad Company has a long, rich history serving customers from what has become an active industrial hub along the banks of the Willamette River.

Established in 1882, Northern Pacific Terminal Company was split among the Oregon and California Railroad Company, the Northern Pacific Railway and the Oregon Railroad & Navigation Company. Through years and mergers, the company was renamed Portland Terminal Railroad Company in 1965, and is

currently jointly owned by UP and BNSF.

“There is a lot of history here, not just with the location itself, but with the folks who work here,” said Blaine Dymock, manager. “We can actually track a lot of our employees back for generations.”

Today, PTRC provides services to local customers, as well as interchange services to UP and BNSF. Working without a reportable injury since August 2011, PTRC employees are proud of their work and commitment to safety



Locomotive Engineer Joe Turner operates an engine into Portland Terminal Lake Yard.

that has helped make the Guild's Lake area the thriving industrial center first envisioned at the 1905 world's fair.

## Longview Switching Company stays busy 24/7

When Robert Alexander Long, president of the Long-Bell Lumber Company, decided to build a giant lumber mill and start a new town on a 14,000-acre site halfway between Olympia, Wash., and Portland, Ore., he envisioned a bustling industrial city. From that vision, the city of Longview and the Longview Portland & Northern Railroad were born.



General Manager Val Shultz oversees the day-to-day operations at LVSW.

In 1930, Northern Pacific Railway, Great Northern Railway, Union Pacific Railroad and Chicago, Milwaukee, St. Paul and Pacific Railroad Company purchased the assets and properties of the LP&N at 25 percent each, and retained LP&N to perform the switching. In 1970, NP and GN merged into Burlington Northern, and in 1971 Longview Switching Company was created. At that time, it was owned by BN, UP and MILW, but in 1984, Chicago, Milwaukee, St.

Paul and Pacific Railroad sold its portion to BN and UP in equal

amounts. In 2011, Longview established the mark of LVSW, and remains jointly owned by BNSF and UP.

“Longview is predominantly a bulk facility,” said General Manager Val Shultz.

A 24/7 facility with 30 employees, the LVSW performs importing and exporting work, handling up to 25,000 cars per month.

“We originate trains and sort cars and do pickups for BNSF and UP,” Shultz said. “We handle everything from grain, potash and soda ash to coal, magnesium and lumber.”

One of LVSW's newest customers, Export Grain Terminal, is one of the largest export grain terminals in the U.S. With new tracks added to bypass the main line, inbound and outbound trains for EGT can be processed at a rapid pace.

“They can handle up to four trains on the spot and two loading,” Shultz said. “That's six trains at a time. It definitely keeps us busy.”

In addition, BNSF and UP main lines run parallel to Interstate 5 approximately five miles from the Port of Longview, giving LVSW the task of switching trains from the railroad main lines into the port. From there, port locomotives move trains and railcars to the marine terminals and industrial locations.



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# Meet WTA Superintendent Simon Walbruch

Moving from the mouth of the Columbia River near Vancouver, Wash., to the open sky and sprawling plains of Wichita, Kan., wasn't the only change Simon Walbruch experienced in April. After working as a BNSF terminal manager, one of the largest railroad operations in the U.S., he signed on as superintendent of the small WTA joint facility. With 18 employees, including himself, he has spent the past weeks acclimating to the new environment and gaining a new-

found appreciation for the railroad.

"A joint facility is so much different than a large Class 1 railroad," he said. "Employees feel like they have a little more ownership, a stronger connection with the company. It's yours. The customers are calling you directly. You're interacting with all the departments. Here, I'm involved in everything, so I can look at all the various aspects much more closely. That is a big bonus for me."



Simon Walbruch, WTA Superintendent

## Longview Switching Company celebrates 7-year safety mark

When it comes to the railroad, safety is not just a word, it's a way of life. In July, Longview Switching Company's 30 employees will celebrate seven years without a reportable injury.

"That's a huge feat for us," said General Manager Val Shultz. "I've been here going on six years, and I am proud of my team and impressed with the way they work together to get the job done and keep each other safe."

The key to Longview's success is the focus on safety awareness. From the office managers to the switchmen, every employee at Longview makes safety a top priority, and they have the record to prove it.

Switchman Clint Nowels, formerly a

Longview yardmaster, has a keen perspective on what makes the safety culture at Longview unique.

"When it comes to safety, the most important thing is to stand back and look at what you're doing before you jump into action," Nowels said. "Sometimes, people get complacent, or they just aren't focused on the task at hand, and that's when mistakes are made or accidents happen. I'm pretty vocal, so if I see something, I bring it to people's attention and make sure they're aware of it, even if I have to go out of my way to call or text them after hours to say, 'Hey, keep your eye on this'. When you're talking about safety, every detail is important."



Switchman Casey Heinzman is just one of the LVSU employees working hard to keep the current safety mark continue.

## Portland Terminal annual golf tournament always a swinging success



Colwood National Golf Club is a popular spot for tournaments.

For the past 15 years, Portland Terminal Railroad Company has thanked loyal customers and celebrated the dedication of employees, both past and present, by hosting a summer golf tournament at the Colwood National Golf Club. The popular event is open to everyone in the region and always draws a large crowd.

"Last year, we had more than 100 players," said Blaine Dymock, manager. "Everybody from Harmer Steel came out, a

lot of employees and retirees. It's a great time of year to go golfing and Colwood is a fantastic course. We've even had people come all the way from California to attend."

Averaging nearly 100 players each year, attendees include people from BNSF and UP, active and retired PTRC employees and numerous contractors and customers. The 2013 tournament is scheduled for July 21, and it's already creating quite a buzz.



Wichita Terminal Association main office



Grain and grain-related services such as Horizon Milling keep WTA busy.

## Wichita Terminal more than a dot on the map

Collaboration often can be found among railroads, revealing viable solutions to better serve customers.

Such was the case in 1889 in Wichita, Kan., when four railroad companies — Chicago, Kansas & Nebraska Railway; Fort Scott, Wichita and Western Railroad and the Kansas Midland Railroad Company — agreed to form the Wichita Union Stockyards & Packing House Track Association. This alliance facilitated ownership and operation of tracks in the stockyards, providing switching services on the tracks in Wichita's packing house district.

As the local economy boomed and

more industries grew, spur tracks were built to connect the factories and mills with the long-haul carriers. Control of these tracks transferred to the four major railroads in town June 29, 1923. The new partnership became the Wichita Terminal Association and granted each parent company a 1/4 share ownership. With exception of a final set of mergers that granted equal ownership to BNSF and UP, WTA day-to-day operations have remained virtually unchanged.

“We only have about a dozen customers, but they keep us busy all the time,” said Superintendent Simon Walbruch.

“Most of our business is grain or grain-related services, but we also serve local flour mills, feed mills, oilseed processing plants, and even a couple scrap metal customers.”

WTA's largest customers include Cargill, Cereal Food Processors, Inc., Bartlett Grain Company and Horizon Milling.

With 18 employees, WTA is a close-knit family, working together to provide quality customer service and seamless switching and shipping services to Wichita's thriving industries, as well as providing interchange services between the local BNSF and UP lines.

## Communication key to safety at Wichita Terminal

As they celebrate one year reportable injury free in June, Wichita Terminal Association employees are focused on keeping safety a top priority.

Superintendent Simon Walbruch believes the best way to prevent injuries and send employees home safely at the end of each day is to be vigilant, pay close attention to details and maintain open lines of communication.

“We never want to be reactive; we want to be proactive,” Walbruch said. “The best way to prevent injuries is to constantly share information and look at the numbers and data. If something happens, or if someone notices something that might cause an injury, it's important to speak up and talk about it to figure out if there is something that can be done differently to prevent an injury.”

One unique challenge that joint facilities face is the interchange between BNSF and UP

lines on top of the workload generated by the terminal's own clients. Keeping trains moving efficiently demands discipline and rigorous attention to detail. WTA employees rely heavily on one another to work safely so they can all go home to their families at the end of their shifts. Communication is the key.

“You have to look out for each other,” said Sam McHatten, third-shift foreman. “Everyone depends on each other. Sometimes you're working side by side, and sometimes you're separated from your crew by 30 or 40 cars. You've done your briefing and your planning and you expect proper protocol is being followed. If I say it's safe to back 10 cars, my crew is counting on me doing my job and following procedure, and that everyone is out of the way. Railroaders have to trust each other, and they have to be open-minded and willing to make adjustments when issues arise.”



WTA Switchman Terry Wylie remains mindful of the task at hand.

# CCT Adopts UP Courage to Care

In 2012, Union Pacific implemented the Courage to Care commitment to sharpen the company's focus on safety and encourage employees to pay more attention to themselves and their co-workers. The goal? To send every UP employee home safely at the end of the day.

Its coat of arms features two lions sitting back to back protecting each other from harm and a railroad spike in the center representing UP's heritage and success in overcoming great challenges. The Latin words "Eamus Domum Incolumes" printed on the spike translates to "Go Home Safe," and sums up in three words what Courage to Care is all about.

Inspired by the message, Manager Dave Buccolo and his employees chose to make Courage to Care a way of life at Central

California Traction Company.

"We adopted UP's Courage to Care in a big way," he said. "It's part of our safety culture. We gathered all of our employees together and had what we call a safety stand-down and talked about Courage to Care and what it means for everyone to keep an eye out for their brothers and sisters on the job. It's just one more thing we can do and think about to keep ourselves and our co-workers safe. At the end of the day, that's what really matters."

Before recording one injury in March, CCT celebrated 1,905 consecutive days without an injury. With renewed focus and the strength of Courage to Care, they now are working to exceed that number, focusing on safety one day and one task at a time.



The Courage to Care badge is designed to help employees remember the most important goal of working safely – each employee returning home safely at the end of every day.



Josh Garrison, Senior Operations Supervisor, celebrates 15 years at CCT in August.



From left, Operations Supervisors Tara Reynon and Josh Garrison keep the day-to-day operations running smoothly at CCT.



Operations Supervisor Tara Reynon, right, performs a job safety briefing with the 1430 port yard crew at the beginning of their shift. Meeting with her includes, from left, Mark Sanchez, locomotive engineer; Craig Krueg, yard foreman; and Wesley Hill, yard switchman.

## CCT Operations Supervisors keep rails running smoothly

On a typical day, Senior Operations Supervisor Josh Garrison and Operations Supervisor Tara Reynon handle the day-to-day operations for Central California Traction Company train crews and customer contacts. They spend their time sorting through emails, faxes and phone calls from customers, entering information into a computer system and assigning daily switch lists and job orders to the crews. As the customers' first contact, Garrison and Reynon are truly the face of CCT.

"Josh and Tara take customer service very seriously," said Manager of Operations and Administration Richard Grigs-

bay. "The customers like them, and they always go above and beyond. We've had customers call to say they can't find a car. Josh and Tara will go out and drive the entire port to find it. They are customer-oriented and both do an excellent job."

Born in Lodi, Calif., a life on the railroad was in Garrison's blood. His mother, aunt and uncle worked for CCT. He applied after graduating from high school and began his CCT career in August 1998.

"What I enjoy most about the job is that it's not dull and dreary," he said. "There's something new every day. I love the camaraderie with the people coming in, both the crews and customers. We are

all family here, and we laugh every day."

In December 2005, Reynon joined the CCT team after working several years as a supervisor in a medical distribution warehouse. Like Garrison, she enjoys the variety of the daily routine.

"The best thing about working here is being able to be independent and work with so many wonderful people every day," she said. "You have your job that you do, and it's a variety of things, not just eight hours sitting behind a desk. I go out and talk to crews, talk to customers and check tracks. It's always different. You never know what's going to happen, and I really like that part of it."

# CCT Employee Spotlight - Josh Garrison

Finding the right balance between work and play is something most people spend their entire lives trying to do, and Central California Traction Company Senior Operations Supervisor Josh Garrison has found the magic formula.

When he's not working, he enjoys time with his wife, Kathryn, and children, Kaitlyn, 11; Madilyn, 6; and Matthew, 18 months.

"Kaitlyn is big into track and cross country, so it's fun to watch her compete," Garrison said. "Madilyn loves animals. We have four cats, a hamster, a fish and a dog. And Matthew is all boy. He runs around, climbs and jumps off things. He has no fear. It's so different than the two girls, but we love it."

In addition to being known as a family man and a hard worker, he also is known around the office for his time spent as a professional video gamer.



From left, Senior Operations Supervisor Josh Garrison and his children, Matthew, Kaitlyn, Madilyn, and wife, Kathryn, enjoy a family dinner.

"It all started when a buddy and I entered an online tournament playing 'Ghost Recon,'" Garrison said. "We won, and it just snowballed from there."

After that first win, he traveled around the U.S., dominating opponents in Xbox 360 "Ghost Recon" tournaments, winning cash prizes and a new Dodge Caliber in the 2006 Electronic Entertainment Expo in Los Angeles.



Josh Garrison soaks in the view during an annual backpacking trip to Yosemite National Park.

"It was a lot of fun," Garrison said. "I really enjoyed the competitions. I still play on the side, but nothing big anymore. These days I enjoy shooting sport competitions and backpacking. I try to spend at least a week in Yosemite every year."

# Wichita Terminal Employee Profile - Sam McHatten



Sam McHatten leads his horse, Marshall.

As a third-shift foreman, Sam McHatten spends his nights at the Wichita Terminal Association working with crews to keep railroad cars moving. Local scrap yards, oil mills and flour mills keep the third-shift crews busy switching cars and building trains so shipments are ready to roll first thing in the morning.

The challenge for McHatten and his crew is to take information passed from the previous shift and develop a plan that ensures the work is done as safely and efficiently as possible.

He draws a parallel between his work on the railroad and his love of music. For more than 20 years, he has played piano, keyboard, guitar and bass, and enjoys collaborating with other musicians in his church band.

"There is a challenge and a discipline to music, especially when you're playing with other people," McHatten said. "You're trying to put pieces together. It's a challenge to take my thoughts to the musicians and say, 'This is what I'd like to hear,' and make it happen."

From a railroad perspective, he begins at his desk, where he organizes paperwork to get an idea of what the night may look like.

"I like to get a clear picture, but it never happens that way," McHatten said.

"There's always something out of place, and I'm constantly having to communicate with the other employees to figure it all out. At first, it seems like no one is on the same page, but I need to connect with that person and get the job done. You can't forget the details."

Before joining the railroad, he owned a small tire shop. After the economy began to falter, he followed the advice of several friends and customers who suggested the WTA. In the span of one week in 2003, he sold his business and began his new career.

"Railroading is a job that focuses first on safety and thrives on efficiency and attention to detail," McHatten said.

About 12 years ago, he earned his pilot's license and flew for the Air Force Auxiliary Civil Air Patrol.

"The mentality and discipline of flying instills a sense of discipline in everything you do," McHatten said. "The rules of safety, the attention to details, the intent focus — they became commonplace, and I use those skills every day working on the railroad. It's been a good fit."

Away from work, he takes road trips on his Harley-Davidson motorcycle with his wife, Bobbi Jean, and enjoys time with their daughter, Abigail, 17, and son, Nathan, 15.



Sam and Bobbi Jean prepare to hit the open road, one of their favorite pastimes. **Inset:** Son Nathan

## Portland Terminal Employee Spotlight - David Flynn

After four years in the Air Force, David Flynn began civilian life as a helicopter pilot. It didn't take him long to realize that he was looking for something different.

When his father-in-law talked to him about life as a railroader, he decided to give it a try. He joined the Portland Terminal Railroad Company in April as a switchman.

Working on call, he splits his time between day and night shifts, alternating shifts with rest periods. Though he is the newest member of the PTRC team, Flynn already is fitting in and is excited to see where this new career will take him.

"I like the people," he said. "There is a great morale at PTRC. Everyone is relaxed and fun to work with."

When he's not working or catching up on his sleep, he enjoys fishing and snowboarding. He and his wife, Desiree, are excited to welcome their first baby girl in August.

"I'm excited, but it doesn't seem real yet," Flynn said. "Some days I still feel like a kid myself, but I can't wait to meet my little girl."

## Longview Switching Company Employee Spotlight - Clint Nowels

After working at the Longview Switching Company 14 years as a switchman, locomotive engineer and yardmaster, Clint Nowels knows the railroad from the inside out.

"My dad worked for the railroad until he passed away," he said. "It was the stability of the rail industry and the longevity of employment that brought me here. Beyond that, it's the spirited people I work with who have kept me here. It's a great group of people, and I enjoy getting up and going to work."

After joining in September 1999 as a switchman, Nowels settled back into that role in April after working as a yardmaster. He spends his days pulling interchange cars, switching them out and building trains according to customer specifications.

Ever mindful of safety, his years of experience have taught him how important it is to always stay 100 percent focused on the task at hand.

"Every morning we get our paperwork, go through all the ins and outs of safety issues and plan our work based on the priority of the job," Nowels said. "When everything happens at once, there's a stress factor, but I've been doing this long enough to know that you work through the situation. You don't miss steps. You keep focus and get things done. I center my focus on

the task at hand before I start to look at the other issues. I make a personal goal of getting each job done as safely as possible."

When he's not at work, he enjoys weekends with his wife of 11 years, Rachele, and their dogs, Riggs, Pickles, Tilly and Emma. He also likes four-wheeling, camping, hunting and water skiing with friends and family. Many people might be surprised to learn that Nowels has an artistic side and enjoys painting.

"I took a couple of art classes in college and really liked it," he said. "Every once in a while I get out my easel and do some painting. I'm certainly no Rembrandt, but I like it. I enjoy abstract art like Jackson Pollock and Pablo Picasso, so if I had to say I had a style, that would probably be it."



Switchman Clint Nowels likes to joke that his wife, Rachele, brings a new dog home every time she passes a shelter. He poses here with Riggs, the newest member of the family.